## SUBORBITAL AND SPECIAL ORBITAL PROJECTS DIRECTORATE

SSOPD (Code 800) Diversity Plan

Effective: December 12, 2005

Dr. John H. Campbell, Director
Suborbital and Special Orbital Projects Directorate

National Aeronautics and
Space Administration

Goddard Space Flight Center
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Wallops Island, Virginia 23337

Concurrence
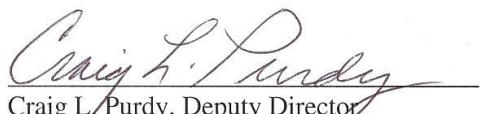
Craig L. Purdy, Deputy Director
Suborbital and Special Orbital Projects
Directorate

David L. Pierce, Chief
Balloon Program Office (Code 820)

Judith A. Vucovich, Chief
Resource Management Office (Code 801)
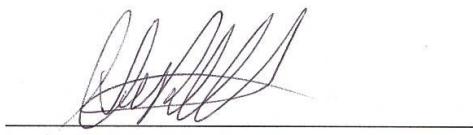
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Aircraft Office (Code 830)
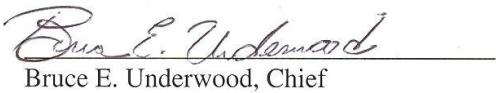
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(Code 802)
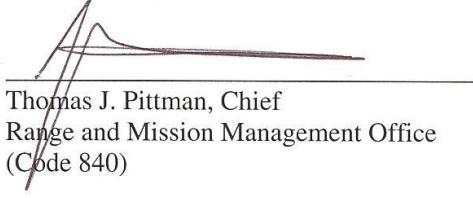
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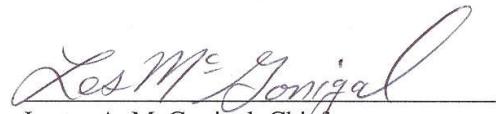
Lester A. McGonigal, Chief
Safety Office (Code 803)

Charles L. Brodell, Chief
Educational Flight Projects Office (Code
870)
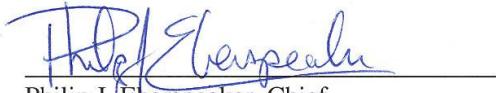
Philip J. Eberspeaker, Chief
Sounding Rockets Program Office
(Code 810)

Change History Log

Revision	Effective Date	Description of Changes
Baseline	January 2003	Initial Release
A	October 2003	Plan revised to cover fiscal year not calendar year, references to CY changed to FY. Implementation Strategies, #4. Added statement about balance of work life and personal life. Implementation Strategies, #5. Combined with previous strategy #6 "Mentor Training" – No change in context or content. Attachment – defined the responsibilities of the ad hoc member to the Diversity Working Group. Change History page reformatted and moved from page 2 to page 3
B	December 9, 2004	Plan revised for FY05 Changed website address for location of plan. Changes made to distinguish requirements from recommendations in accordance with the NASA rules update mandate. Implementation Strategies, #1. Added statement for pamphlet and availability of metrics and plan on website. Implementation Strategies, #3. Added statement for exit interviews for employees leaving Code 800 Implementation Strategies, #4. Deleted statement concerning surveys for external customers. Performance Metrics, PM #2. Added an FY05 goal of 80% compliance by each Code 800 office. Performance Metrics, PM #3. Changed to a metric requiring exit interviews for Code 800 selection panels and all employees leaving Code 800. Performance Metrics, PM #4. Changed annual goal from 75% to 80%. Attachment A – Added that the Working Group will provide recommendations on employee training to the Directorate.

Change History Log (continued)

Revision	Effective Date	Description of Changes
C	December 12, 2005	Plan revised for FY06. Forward: First paragraph, changed "first steps" to "continuing efforts. 3.0 – added paragraph about collaborative opportunities for the workforce. 6.1 – replaced "pamphlet" with "copy" of diversity plan. 6.2 – added specifics about commitment to using GOBBS. 6.3 – changed title from "Employee Customer Feedback" to "Employee Feedback". Added sentences that discuss interviews for newly hired personnel as well as random interviews for existing employees along with the collection of feedback from SSOPD personnel after diversity training events. 6.4 – addition of assigning mentors to all newly hired employees. 6.5 – added new paragraph entitled "Fully Utilizing Experienced Employees". PM2 – added additional measurement to cover directorate use of collaborative opportunities. PM3 – added interviews of newly hired employees and random interviews of existing employees.

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Foreword

This Diversity Plan represents the SSOPD's (Code 800) continuing efforts towards realizing Goddard Space Flight Center's goals for diversity in the workforce:

- To develop employees to their maximum potential
- To create an open, inclusive work environment
- To become an employer of choice

SSOPD management is dedicated to implementing the strategies in this Plan. We realize that our geographical location and homogeneous cultural environment present challenges to achieving our goals; however, we are confident that this Plan's communication and training strategies can be met within FY06.

The Code 800 Diversity Working Group shall review and update this Plan annually, identifying new goals and performance measurements based on survey results and other feedback. Employees are encouraged to discuss this Plan, its strategies and goals, with management. Together we will realize the positive business benefits of operating within a diverse culture.

The Suborbital and Special Orbital Projects Directorate (SSOPD)
Diversity Plan

1.0   Workplace Vision

The Suborbital and Special Orbital Projects Directorate (SSOPD) (Code 800) is committed to furthering scientific, educational and economic advancement by providing the facilities and expertise to enable frequent flight opportunities for a diverse customer base. To that end, all SSOPD employees shall respect, appreciate, and value individual differences, which helps us capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.

2.0   Diversity Definition

Per GPD 3000.1, "Goddard Space Flight Center (GSFC) Diversity Council", diversity includes a number of important human characteristics that affect an individual's values and opportunities and also influences perceptions of self and others at work. These primary characteristics include, but are not limited to age, ethnicity, gender, ability, race, and sexual orientation. They also include secondary characteristics such as: geographic location, military experience, work experience, income, religion, first language, organizational role and level, communication style, family status, work style, and education.

3.0   Unique Challenges

Since the majority of the SSOPD population is located at the Wallops Flight Facility (WFF), the Directorate faces several challenges that are unique from the situations encountered at GSFC as a whole. These unique challenges include a very small local workforce situated in a rural area, near-by employment competition with large, metropolitan areas, a fairly homogeneous local cultural environment, and a workforce whose average age exceeds the NASA average.   Due to the very small contingent of civil servants at WFF, collaborative opportunities for our workforce are much more of a challenge to implement in Code 800 than at the Greenbelt campus of GSFC, where approximately 10 times the number of civil servants are employed.

4.0   Management Accountability

The implementation of this plan shall be the responsibility of SSOPD management. Communication of this plan and its goals are priorities within the Directorate. Performance measures listed below shall be directly tied to SSOPD managers' performance appraisals.

The Code 800 Diversity Working Group shall be responsible for tracking the performance measures identified in this plan and for reporting to SSOPD senior management on a quarterly basis the status of the performance measures. The Code 800 Diversity Working Group Charter is included as an attachment to this plan.

5.0   Goals and Objectives

In alignment with the GSFC Diversity Strategic Plan, the SSOPD cultural diversity goals are:

> ➢ To develop employees to their maximum potential;
> ➢ To create an open, inclusive work environment; and
> ➢ To become an employer of choice.

6.0   Implementation Strategies

In order to achieve our diversity goals, the Directorate shall take concrete, measurable actions to ensure the accomplishment of our diversity goals. The following strategies shall be employed to ensure our successful implementation of this plan:

6.1   Training – Communication is the key to understanding the case for workplace diversity. Therefore, all SSOPD employees and supervisors shall be trained to understand the value of diversity in our work environment, and how diversity can improve our effectiveness as a team to fulfill our mission. This plan, along with the results of prior year's metrics shall be posted on the WFF website and also on the GSFC Diversity webpage. A copy of the FY06 Code 800 Diversity Plan shall be provided to all Code 800 personnel.

6.2   Career and Training Opportunities – SSOPD management recognizes that career advancement and professional growth are often linked to more informal opportunities such as details, task teams, training assignments, and panels. In support of the goal to create an open, inclusive work environment, SSOPD management shall ensure the equitable distribution of work and training opportunities within the Directorate. SSOPD management shall ensure all Code 800 employees have full access to these informal career opportunities that better position them for advancement and Center-wide recognition. Code 800 commits to using the Goddard Opportunities Bulletin Board website (**http://gobbs.gsfc.nasa.gov/**) to ensure our employees have equitable access to the variety of career-enhancing opportunities at WFF and GSFC.

SSOPD management shall also ensure that selecting officials perform exit interviews for all SSOPD job applicants to make certain meaningful feedback is provided to all interviewees and to help ensure their future success within the Directorate and within GSFC as a whole. As another venue for meaningful feedback, exit interviews shall also be performed for all personnel leaving Code 800. The Directorate shall continue to measure the number and make-up of job applicants for all SSOPD vacancies.

In support of the goal to develop employees to their fullest potential, supervisors shall encourage all employees to develop formal IDPs. In addition to the obvious benefits of a formal training plan, IDPs open a dialogue between employees and supervisors, and enable further communication and understanding of personal and organizational goals. SSOPD management shall also encourage active participation in all GSFC leadership and development programs and encourage collaborative opportunities between and within Code 800 offices.

6.3 **Employee Feedback** – Understanding employee needs and concerns is vital to the Directorate's success in accomplishing its mission. The Directorate recognizes that an employee's work life and personal life contributes to the vitality both of the individual and of the Center. In support of being an employer of choice, the Directorate shall use Wallops diversity dialog groups as resources to ascertain the effectiveness of current Directorate processes, as well as to understand perceived employee barriers to a rewarding, successful career within the Directorate and GSFC. The Directorate shall perform interviews for newly-hired personnel to assess their familiarity with and expectations of the Directorate's Diversity Plan, as well as conduct random interviews for existing employees to determine their perception of how effectively the Diversity Plan is being implemented. The Directorate shall also collect feedback from SSOPD personnel after Diversity training events to gauge employees' understanding and concerns with the SSOPD Diversity Plan.

6.4 **Mentoring in Code 800** – Supervisors shall encourage all employees to participate in the Mentoring Program as a mentor and/or a mentee. All employees shall also be encouraged to participate in mentor training. The Directorate shall assign mentors (informal or formal) to all newly-hired employees to ensure a smooth integration into SSOPD and improve their understanding of WFF and GSFC cultures.

6.5 **Fully Utilizing Experienced Employees** – The Directorate recognizes that our most experienced employees represent a knowledge repository that is vital to SSOPD's continued success. In an effort to engage and develop these employees, the Directorate will encourage continuous learning for all employees, regardless of age or seniority. Their active participation in succession planning efforts, knowledge management, and mentoring less experienced employees is critical to the accomplishment of our mission, both now and in the future.

7.0 **Performance Measurements (PM)**
Performance measurements are necessary to evaluate the success of any diversity plan. Four PMs have been identified for the implementation strategies listed above.

- **PM1** – Provide cultural diversity and mentor training for all SSOPD employees and supervisors during FY06. This shall include formal training, participation in diversity dialogues, and/or further external and internal training on Diversity and mentoring programs. Directorate Goal: 80% of employees shall attend diversity training in FY06.

- **PM2** –All Code 800 offices shall document and report the make-up of selection panels, special task teams, training assignments, and details to the Directorate. The Code 800 Diversity Working Group shall review and analyze the data and make recommendations to the GSFC Diversity Council representative. Directorate Goal: 80% employee participation from each Directorate office in FY06. Directorate use of collaborative opportunities, such as cross-training, job sharing, shadowing and matrixed employee support, will also be collected during FY06, with an overall Directorate participation goal of 20%.

- **PM3** – All Code 800 offices shall offer and/or perform exit interviews for all job interviewees, as well as any employees leaving Code 800. Newly-hired employee interviews and random interviews with existing employees will also be conducted routinely throughout the year to assess the effectiveness of this Diversity Plan. The feedback shall be reviewed by the Code 800 Diversity Working Group and conclusions shall be presented to the Code 800 GSFC Diversity Council representative.

8.0   Conclusion

Management support and long term commitment are the foundations of a successful diversity program. In addition, the diversity process is dynamic, the process does not stop once goals and objectives are met. This plan shall be reviewed annually to ensure that diversity issues among the workforce are being met and that all SSOPD employees are involved in the process. Communication, cooperation, and coordination shall help us realize GSFC's goals for diversity in the workplace.

Diversity Working Group Charter

The Code 800 Diversity Working Group is tasked with establishing and implementing a Directorate Diversity Plan through cooperative efforts with Wallops management, employee organizations and individual employees. The Working Group shall accomplish this through the collection and analysis of personnel and employee data, input from various Center resources and a collaborative effort in designing and implementing an effective plan.

The Working Group is comprised of both managers and employees, representing a cross-section of professional and cultural backgrounds. There is also one senior management *ad hoc* member who serves as a liaison to the GSFC Diversity Council ensuring coordination between the directorate and Center policies and implementation plans. All members will serve at least one year. Working Group meetings shall occur at least monthly, and the chairperson will provide monthly progress reports to Code 800 management.

The Working Group shall provide recommendations of training to the Directorate annually or as the need arises.

After group training is provided on the Agency and GSFC visions of diversity management, the Code 800 Working Group shall review the Directorate Diversity Plan annually and suggest implementation strategies, metrics and feedback mechanisms to Code 800 management. The Working Group shall assist Code 800 management in providing data and progress reports to the GSFC Diversity Council on a routine basis.